

Management

The Army Force Modernization Proponent System

Rapid Action Revision (RAR) Issue Date: 19 August 2009

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Washington, DC
6 February 2009

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SUMMARY of CHANGE

AR 5-22

The Army Force Modernization Proponent System

This rapid action revision, dated 19 August 2009--

- o Adds Army Force Modernization proponents for full spectrum operations, security force assistance, and professional military ethic (table 2).
- o Makes administrative changes (throughout).

Effective 6 March 2009


Management

The Army Force Modernization Proponent System

By Order of the Secretary of the Army:

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General, United States Army
Chief of Staff

Official:


JOYCE E. MORROW
Administrative Assistant to the
Secretary of the Army

History. This publication is a rapid action revision (RAR). This RAR is effective 19 September 2009. The portions affected by this RAR are listed in the summary of change.

Summary. This regulation establishes the Army Force Modernization Proponent System. It establishes the policy, responsibilities, relationships, and procedures necessary to execute the Army Force Modernization Proponent System.

Applicability. This regulation applies to the Active Army, the Army National

Guard/Army National Guard of the United States, and the U.S. Army Reserve, unless otherwise stated.

Proponent and exception authority. The proponent of this regulation is the Deputy Chief of Staff, G–3/5/7. The proponent has the authority to approve exceptions or waivers to this regulation that are consistent with controlling law and regulations. The proponent may delegate this approval authority, in writing, to a division chief within the proponent agency or its direct reporting unit or field operating agency, in the grade of colonel or the civilian equivalent. Activities may request a waiver to this regulation by providing justification that includes a full analysis of the expected benefits and must include formal review by the activity's senior legal officer. All waiver requests will be endorsed by the commander or senior leader of the requesting activity and forwarded through their higher headquarters to the policy proponent. Refer to AR 25–30 for specific guidance.

Army management control process. This regulation contains management control provisions in accordance with AR 11–2, but it does not identify key management controls that must be evaluated.

Supplementation. Supplementation of this regulation and establishment of command and local forms are prohibited without prior approval from Deputy Chief of Staff, G–3/5/7 (DAMO–SSP), 400 Army Pentagon, Washington, DC 20310–0400.

Suggested improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to Deputy Chief of Staff, G–3/5/7 (DAMO–SSP), 400 Army Pentagon, Washington, DC 20310–0400.

Distribution. This publication is available in electronic media only and is intended for command levels C and D for the Active Army, and C for the Army National Guard/Army National Guard of the United States and the U.S. Army Reserve.

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Glossary

1. Purpose

This regulation establishes policies, duties and responsibilities, and relationships applicable to the Army Force Modernization Proponent System, to include determining doctrine, organization, training, materiel, leader development and education, personnel, and facilities (DOTMLPF) requirements with regard to a particular function or branch. This regulation does not supersede, modify or infringe on any duty or responsibility established by law; Executive Order; Department of Defense Directive, Instruction, or policy; or Headquarters, Department of the Army General Order, other Army regulation, or policy. For example, pursuant to Section 3014, Title 10, United States Code (10 USC 3014(c)(1)(D)) and DAGO Order, 2002–03, the Office of the Chief Information Officer/G–6 is the single office within HQDA with the sole responsibility for information management.

2. References

Required and related publications and prescribed and referenced forms are listed in appendix A.

3. Explanation of abbreviations and special terms

Abbreviations and special terms used in this regulation are explained in the glossary.

4. Responsibilities

a. Deputy Chief of Staff, G–3/5/7. The DCS, G–3/5/7 is responsible for establishing the policies and procedures in support of force modernization and DOTMLPF force modernization processes. The DCS, G–3/5/7 will—

- (1) Designate force modernization proponents.
- (2) Manage the Army Force Modernization Proponent System in accordance with applicable law, directives, orders, and policy.
- (3) Coordinate force modernization proponent and branch proponent designations with Commander, U.S. Army Training and Doctrinal Command (TRADOC) and Army organizations with force management and integration responsibilities.

- (4) Resolve DOTMLPF issues affecting force modernization proponents under different commands or agencies.
- (5) Establish policy and priorities, as well as approve programs for force modernization proponents and branch proponents, except as otherwise set forth in this regulation.

b. Deputy Chief of Staff, G–1. The DCS, G–1 will—

- (1) Prescribe duties and responsibilities for personnel life cycle of Army officer branches and functional areas, warrant officer branches, enlisted career management fields, and civilian career fields under their respective personnel management systems, except as otherwise set forth in this regulation. The eight personnel life cycle functions are structure, acquisition, distribution, development, deployment, compensation, sustainment, and transition in accordance with AR 600–3 and/or appropriate personnel development publication.

- (2) Approve overarching personnel policy and exercise HQDA management of the Army military personnel management system. Change procedures are specified in AR 611–1.

- (3) Approve standards of grade used in manpower documentation.
- (4) Promulgate policy and manage the personnel domain.
- (5) Assign primary responsibility for analysis and recommendations relating to personnel matters to a single agent. The listing of principal coordination points is provided in DA Pam 611–21 for all military and civilian skills.

- (6) Establish and lead a General Officer Steering Committee (GOSC) to develop issues affecting military and civilian personnel Armywide.

c. Army Command, Direct Reporting Unit, Army Service Component Command, and Field Operating Agency commanders. Army Command (ACOM), Direct Reporting Unit (DRU), Army Service Component Command (ASCC), and Field Operating Agency (FOA) commanders will—

- (1) Assign specific duties and responsibilities to force modernization proponents and branch proponents within their commands or organizations.

- (2) Resolve issues affecting force modernization proponents or branch proponents assigned within their commands or organizations.

- (3) Ensure force modernization proponents and branch proponents within their commands or organizations coordinate DOTMLPF requirements actions Armywide.

- (4) Assign missions, leads, offices of responsibility, or staff management responsibilities for emerging functions that may have DOTMLPF development responsibilities, but do not reach the level of responsibility required for designation as a force modernization proponent or branch proponent, as appropriate.

d. U.S. Army Training and Doctrine Command. TRADOC will design, develop, and integrate force capability requirements as the lead combat, doctrine and training developer for the Army. TRADOC is responsible to the Secretary of the Army (SA) and Chief of Staff, Army (CSA) for determining and integrating force requirements and synchronizing the development of DOTMLPF solutions across the Army. This responsibility is executed through the Army Capabilities Integration Center (ARCIC) which is an integral part of the TRADOC headquarters staff. The

Director, ARCIC has integration coordination authority across the Army in matters pertaining to identification of required capabilities and DOTMLPF integration.

e. Assistant Secretary of the Army for Manpower and Reserve Affairs. The Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA(M&RA)) will set the strategic direction, providing the overall supervision for manpower, personnel, and Reserve affairs across all Army.

f. Force modernization proponents. Force modernization proponents assigned in table 2 will—

(1) Execute force management responsibilities (requirements definition, force development, combat developments, doctrine developments, training developments, materiel developments, leadership development and education, personnel developments, and facilities developments) relative to DOTMLPF for their particular function or branch.

(2) Ensure DOTMLPF actions are coordinated with ACOMs, ASCCs, DRUs, FOAs, the HQDA Staff, and others, as required.

5. The Army Force Modernization Proponent System

a. The Army Force Modernization Proponent System is the process of managing change within the Army. It is the strategic-level process for interaction between HQDA and force modernization proponents used to transform the Army.

b. Proponency.

(1) *The Secretary of the Army.* The Secretary of the Army (SA) approves and authenticates departmental policy, unless otherwise delegated.

(2) *The Administrative Assistant to the Secretary of the Army.* With few exceptions, the Administrative Assistant to the Secretary of the Army (AASA) acts for the SA in approving and authenticating departmental policy. AR 25–30 designates those principal HQDA officials who may be proponents for Army administrative publications. Only the HQDA agency (Office of the Secretary of the Army (OSA), Office of the Chief of Staff, Army (OCSA), and the principal HQDA officials) will be the proponents of Army regulations, DA circulars, DA memorandums, numbered HQDA letters, and DA general orders.

(a) *Headquarters, Department of the Army.* The assignment of force modernization functions and responsibilities within HQDA is accomplished by DA general orders, Army regulations, and/or other administrative publications. The SA designates the HQDA principal official(s) with primary responsibility for management of one or more of the DOTMLPF processes with regard to a particular function or branch. Each HQDA principal official with primary responsibility for management of one or more of the DOTMLPF processes for modernizing and transforming the Army is designated in table 1. Although certain HQDA principals are assigned primary responsibility for management of one or more DOTMLPF processes, the entire HQDA Staff participates in the coordination of DOTMLPF processes.

(b) *Deputy Chief of Staff, G–3/5/7.* As the proponent for AR 5–22, the DCS, G–3/5/7, acting on behalf of the SA, is authorized to designate a force modernization proponent and branch proponent.

1. The DCS, G–3/5/7 (Force management) is responsible for Army Staff (ARSTAF) management of Army organizational changes within the force development and force integration process.

2. The DCS, G–3/5/7 (Combat Developments) is responsible for ARSTAF management of the DOTMLPF capabilities requirements developed by force modernization proponents and integrated by TRADOC. Army Staff management includes staffing capabilities requirements with the Army Requirements Oversight Council (AROC) and forwarding them to the CSA.

3. The DCS, G–8 (Force Development) is responsible for ARSTAF management of approved force integration programs.

(c) *Deputy Chief of Staff, G–1.* The DCS G–1 is responsible for ARSTAF management of approved personnel management programs. As a general rule, force modernization proponents are responsible for personnel development for their designated areas as directed by AR 600–3.

(3) *Commanding General, U.S. Army Training and Doctrine Command.* The CG, TRADOC determines and validates requirements for the Army and is responsible for designing, developing, and integrating force capabilities for the Army. As such TRADOC is responsible for force management within the Army as it relates to DOTMLPF requirements.

c. Force modernization proponent. The HQDA principal official or the commander, commandant, director, or chief of a center, school, institution, or agency with primary duties and responsibilities relative to DOTMLPF requirements for a particular function (see listing in table 2). Army Commands, DRUs, and FOAs are authorized to create leads, offices of responsibility, or assign staff management responsibilities for emerging functions, but subject to the authority, direction, and control of the SA, only the DCS, G–3/5/7 has the authority to designate a force modernization proponent.

d. Branch proponent. The commandant or the chief of a branch of the Army with training, leader development and education, and personnel responsibilities for their designated branch. The Force Modernization Proponent is responsible for determining and integrating DOTMLPF requirements for their designated areas whereas the branch proponent is responsible for training development, leader development, the execution of training, and providing recommendations on

the personnel life cycle appropriate for the branch. Branch Proponents are identified in table 3 and may change as the Army transforms.

6. Force modernization proponents for special branches and specialty functions

a. The Commander, U.S. Army Medical Department Center and School (AMEDDC&S) develops and coordinates DOTMLPF requirements for the Army Medical Department (AMEDD) with TRADOC. In turn, The Surgeon General (TSG) approves Army doctrinal qualification, personnel policy, and policies pertaining to AMEDD professional qualification, and AMEDD specific equipment requirements. The Surgeon General forwards AMEDD table of organization and equipment (TO&E) and force structure to the DCS, G-3/5/7 for inclusion in the force management process.

b. The Commandant, U.S. Army Chaplain Center and School develops and coordinates DOTMLPF requirements associated with the Chaplain Corps and branch with TRADOC on behalf of the Chief of Chaplains (CCH). In turn, the CCH approves doctrinal and training literature, training, and policies pertaining to chaplain ministrations and distinctive faith requirements, professional qualifications, personnel policy, and Chaplain Corps specific equipment requirements, and all religious support activities. The CCH certifies for approval all changes in force structure for Chaplains, Chaplain Assistants, Directors of Religious Education, and required equipment. Chief of Chaplains provides supervision for all organizational changes within the force development, force management, and force integration processes within CCH purview. The CCH forwards Chaplain Corps TO&E and TDA force structure to the DCS, G-3/5/7 for inclusion in the force management process.

c. The Commander, The Judge Advocate General's Legal Center and School, U.S. Army, develops and coordinates DOTMLPF requirements associated with the Judge Advocate General's Corps (JAGC) and branch with TRADOC on behalf of The Judge Advocate General (TJAG). In turn, TJAG approves Army doctrinal and training literature, training, and policies pertaining to JAGC professional qualifications, personnel policy, and JAGC specific equipment requirements. The Judge Advocate General further certifies for approval the JAGC TO&E for force management requirements. The Judge Advocate General forwards JAGC TO&E and force structure to the DCS, G-3/5/7 for inclusion in the force management process.

d. The Director, Army Public Affairs Center, HQDA (APAC) develops and coordinates DOTMLPF requirements related to the public affairs function with TRADOC on behalf of the Chief of Public Affairs (CPA). In turn, the CPA approves doctrinal and training literature, training, and policies pertaining to Public Affairs (PA) professional qualifications, specific equipment requirements, and operations policy. The CPA provides supervision for all organizational changes within the force development, force management, and force integration processes within the CPA's purview. The CPA forwards PA TO&E and force structure to the DCS, G-3/5/7 for inclusion in the force management process.

e. Army support to the national military strategy for combating weapons of mass destruction (CWMD) requires the designation of an Army force modernization proponent for specific priority CWMD missions. These Army Force Modernization Proponents assume DOTMLPF responsibilities for highly specialized Army CWMD capabilities.

f. The DCS, G-2, in coordination with DCS, G-1 and ASA(M&RA), develops, implements, manages, maintains and evaluates the Department of the Army Defense Civilian Intelligence Personnel System (DCIPS).

g. The U.S. Army Aeronautical Services Agency (USAASA), as the DCS, G-3/5/7 lead for Army airfields/heliports, is responsible for developing policy, procedures and oversight for Army airfield/heliport operations. The U.S. Army Aeronautical Services Agency will approve and establish priorities, validate requirements, manage resource allocations and resolve Army airfield/heliport DOTMLPF issues with affected force modernization functional proponents.

h. Under the provisions of 10 USC 1704, and subject to the authority, direction, and control of the SA, the Assistant Secretary of the Army (Acquisition, Logistics and Technology) ASA(ALT)), as the Army acquisition executive, carries out all powers, functions, and duties of the SA with respect to the Army acquisition workforce.

7. Relationships between Headquarters, Department of the Army, Headquarters, U.S. Army Training and Doctrine Command Army Capabilities Integration Center, force modernization proponents, and branch proponents

a. Army transformation requires force modernization proponents to share DOTMLPF information between each other and with HQDA, U.S. Army Training and Doctrine Command Army Capabilities Integration Center (HQ TRADOC (ARCIC)), and branch proponents.

b. Where capability development DOTMLPF processes are divided between more than one Army ACOM, DRU, or FOA, the force modernization proponent will develop appropriate memoranda of understanding between the affected organizations.

c. The DCS, G-3/5/7, as the training functional process manager, provides ARSTAF oversight for installation Directors of Plans, Training and Mobilization (DPTM), and establishes HQDA policy for the functions performed by installation DPTMs. The DCS, G-3/5/7 also establishes policy and resource priorities for battle command training center operations, training support center operations, range operations, training support systems and training area management.

d. Force modernization proponents must coordinate with ACOMs and appropriate ASCCs, DRUs, FOAs and other

organizations before submitting capability requirements to HQ, TRADOC (ARCIC) for requirements determination and subsequent submission to the DCS, G-3/5/7 for approval and implementation.

e. When a TRADOC center of excellence (CoE) commander is designated the force modernization proponent for a particular function (for example, sustainment, fires, maneuver, and maneuver support) that designation may encompass duties and responsibilities for multiple functional areas and branches. The CoE commander will be named the force modernization proponent for both the center's designated area (as listed in table 2 below) as well as the branches contained within that CoE. The commandants of the individual branch schools comprising the CoE will be designated branch proponents for their respective branches. For example, the Maneuver Support Center (MANSCEN) Commander is the Army force modernization proponent for Maneuver Support and for the Engineer, Military Police, and Chemical branches. The Engineer, Military Police, and Chemical Branch School Commandants are designated the branch proponents for their respective areas. Single function CoEs (Intelligence, Aviation and Signal) are considered force modernization proponents; no corresponding branch proponent is assigned in this regulation.

f. As the Army force modernization proponent for Computer Network Operations and Army Operational Knowledge Management, the Commander, U.S. Army Combined Arms Center, together with the Army force modernization proponent for Information Services, the Commander, U.S. Army Signal Center, will develop DOTMLPF requirements, determine the scope of future capabilities development efforts, and determine integration tasks for both Army and Joint operations under the oversight and guidance of the CIO/G-6.

Table 1
HQDA – DOTMLPF functional process responsibilities

DOTMLPF functional process	Functional process owner
Doctrine	DCS, G-3/5/7
Organization	DCS, G-3/5/7
Training	DCS, G-3/5/7
Materiel	ASA(ALT)
Leader Development and Education	DCS, G-3/5/7
Personnel	DCS, G-1
Facilities	ACSIM

Table 2
Force Modernization Proponents

Designated Area	Force Modernization Proponent
Accessions	Commander, U.S. Army Accessions Command
Adjutant General/Human Resource Management	Commander, U.S. Army Sustainment Center of Excellence
Air Defense and Theater Missile Defense	Commandant, U.S. Army Air Defense Artillery School
Armor	Commandant, U.S. Army Armor School
Army Acquisition	ASA(ALT)
Airspace Command and Control	Commander, U.S. Army Combined Arms Center
Army Operational Knowledge Management	Commander, U.S. Army Combined Arms Center*
Aviation	Commander, U.S. Army Aviation Center of Excellence
Chaplain	Chief of Chaplains
CBRN Passive Defense	Commander, U.S. Army Maneuver Support Center of Excellence
CBRN Consequence Management	Commander, U.S. Army Maneuver Support Center of Excellence
Chemical	Commander, U.S. Army Maneuver Support Center of Excellence
Civil Affairs	Commandant, U.S. Army John F. Kennedy Special Warfare Center & School (USAJFKSWCS)
Civil Works	Commander, U.S. Army Corps of Engineers
Combined Arms Operations (division and above)	Commander, U.S. Army Combined Arms Center

Table 2
Force Modernization Proponents—Continued

Command and Control	Commander, U.S. Army Combined Arms Center
Computer Network Operations	Commander, U.S. Army Combined Arms Center*
Counter-WMD Offensive Operations	DCS, G-3/5/7
Electronic Warfare	Commander, U.S. Army Combined Arms Center
Engineer Operations	Commander, U.S. Army Maneuver Support Center of Excellence
Field Artillery	Commandant, U.S. Army Field Artillery School
Finance/Comptroller	Commander, U.S. Army Sustainment Center of Excellence
Force Management (FA50)	DCS, G-8
Foreign Area Officer	DCS, G-3/5/7
Foreign Languages	DCS, G-2
Full Spectrum Operations	Commander, U.S. Army Combined Arms Center
Global Missile Defense (GMD)	Commanding General, U.S. Army Space and Missile Defense Command
Health Services	Commander, U.S. Army Medical Department Center and School
Information Management (to include Information Technology/Army Enterprise Architecture / Army Enterprise Infostructure and the Army Enterprise Portal)	CIO/G-6
Infantry	Commandant, U.S. Army Infantry School
Information Operations	Commander, U.S. Army Combined Arms Center
Inspector General	The Inspector General
Intelligence	Commander, U.S. Army Intelligence Center of Excellence
Joint Matters	DCS, G-3/5/7
Judge Advocate General	Commandant, The Judge Advocate General's Legal Center and School
Maneuver Support	Commander, U.S. Army Maneuver Support Center of Excellence
Military Construction	Commander, U.S. Army Corps of Engineers
Military Police	Commander, U.S. Army Maneuver Support Center of Excellence
Operational Research and Systems Analysis	DCS, G-8 (DAPR-PAE)
Ordnance	Commander, U.S. Army Sustainment Center of Excellence
Personnel Recovery	Commander, U.S. Army Combined Arms Center
Professional Military Ethic	Superintendent, U.S. Army Military Academy and the Army Center of Excellence for the Professional Military Ethic
Protection	Commander, U.S. Army Maneuver Support Center of Excellence
Psychological Operations	Commandant, U.S. Army John F. Kennedy Special Warfare Center & School
Public Affairs	Chief, Public Affairs
Quartermaster	Commander, U.S. Army Sustainment Center of Excellence
Safety	Commander, U.S. Army Combat Readiness Center
Security Force Assistance	Commander, U.S. Army Combined Arms Center
Signal/Communications Networks and Information Services	Commander, U.S. Army Signal Center of Excellence*
Simulation Operations	DCS, G-3/5/7
Space/High Altitude Capabilities	Commanding General, U.S. Army Space and Missile Defense Command
Special Operations	Commander, U.S. Army Special Operations Command
Special Forces	Commandant, U.S. Army John F. Kennedy Special Warfare Center

Table 2
Force Modernization Proponents—Continued

Strategy, Plans, and Policy	DCS, G-3/5/7
Sustainment	Commander, U.S. Army Sustainment Center of Excellence
Transportation	Commander, U.S. Army Sustainment Center of Excellence
USMA (Academic Professor)	Superintendent, U.S. Military Academy
WMD Elimination	Commander, U.S. Army Maneuver Support Center of Excellence

Notes:

¹ *In accordance with paragraph 7e.

Table 3
Branch proponents

Designated area	Branch proponent
Adjutant General	Commandant, U.S. Army Adjutant General School
Chemical	Commandant, U.S. Army Chemical School
Chaplain	Commandant, U.S. Army Chaplain Center and School
Engineer	Commandant, U.S. Army Engineer School
Finance	Commandant, U.S. Army Financial Management School
Logistics	Commander, U.S. Army Combined Arms Support Command
Military Police	Commandant, U.S. Army Military Police School
Ordnance	Commandant, U.S. Army Ordnance School
Quartermaster	Commander, U.S. Army Quartermaster School
Transportation	Commandant, U.S. Army Transportation School

Appendix A References

Section I Required Publications

AR 611-1

Military Occupational Classification Structure Development and Implementation (Cited in para 5b.)

DAGO 2002-03

Assignment of Functions and Responsibilities Within Headquarters, Department of the Army (Cited in para 1.)

Section II Related Publications

A related publication is a source of additional information. The user does not have to read it to understand the publication.

AR 1-201

Army Inspection Policy

AR 10-87

Army Commands, Army Service Component Commands, and Direct Reporting Units

AR 10-88

Field Operating Agencies, Office of Chief of Staff, Army

AR 11-31

Army International Security Cooperation Policy

AR 20-1

Inspector General Activities and Procedures

AR 25-1

Army Knowledge Management and Information Technology

AR 25-2

Information Assurance

AR 27-1

Judge Advocate Legal Services

AR 70-1

Army Acquisition Policy

AR 600-3

The Army Personnel Proponent System

AR 600-82

The U.S. Army Regimental System

DA Pam 600-3

Commissioned Officer Professional Development and Career Management

DA Pam 600-25

U.S. Army Noncommissioned Officer Professional Development Guide

DA Pam 611-21

Military Occupational Classification and Structure

Section III Prescribed Forms

This section contains no entries.

Section IV

Referenced Forms

DA Forms are available on the Army Publishing Directorate Web site (<http://www.apd.army.mil>).

DA Form 2028

Recommended Changes to Publications and Blank Forms

Glossary

Section I Abbreviations

ACOM

Army Command

AMEDD

Army Medical Department

APAC

Army Public Affairs Center

ARCIC

Army Capabilities Integration Center

AROC

Army Requirements Oversight Council

ARNG

Army National Guard

ARNGUS

Army National Guard of the United States

ASCC

Army Service Component Command

CAC

Combined Arms Center

CG

Commanding General

CGSC

Command and General Staff College

CIO/G-6

Chief Information Officer

CoE

Center of Excellence

CPA

Chief, Public Affairs

CSA

Chief of Staff, Army

CSS

Combat Service Support

CWMD

Combating Weapons of Mass Destruction

DCS, G-3/5/7

Deputy Chief of Staff, G-3/5/7

DICPS

Defense Intelligence Civilian Personnel System

DOTMLPF

doctrine, organization, training, materiel, leadership and education, personnel, and facilities

DPTM

Directors of Plans, Training, and Mobilization

DRU

Direct Reporting Unit

FOA

Field Operating Agency

FORSCOM

Forces Command

GOSC

General Officer Steering Committee

HQDA

Headquarters, Department of the Army

INSCOM

Intelligence Security Command

JAGC

The Judge Advocate General's Corps

MANSCEN

Maneuver Support Center

PA

Public Affairs

TO&E

Table of Organization and Equipment

TRADOC

U.S. Army Training and Doctrine Command

TJAG

The Judge Advocate General

TSG

The Surgeon General

USAR

US Army Reserve

USARC

U.S. Army Reserve Command

USAASA

U.S. Army Aeronautical Services Agency

USC

United States Code

Section II

Terms

Branch proponent

The commandant of a branch school or the chief of a branch of the Army with assigned DOTMLPF development responsibilities for that branch.

Center of Excellence

Designated by HQDA, a center of excellence is a premier organization that creates the highest standards of achievement in an assigned sphere of expertise by generating synergy through effective and efficient combination and integration of functions while reinforcing unique requirements and capabilities.

Combat Development

The process of analyzing, determining, and prioritizing Army requirements for doctrine, organization, training, materiel, leader development and education, personnel, and facilities within the context of the force development process (AR 71–9).

Doctrine

Fundamental principles by which the military forces or elements thereof guide their actions in support of national objectives (JP 1–02).

Facilities

Real property consisting of one or more of the following: a building, a structure, a utility system, pavement, and underlying land.

Force Development

The process of determining Army doctrinal, leader development, training, organizational, soldier development, and materiel requirements and translating them into programs and structure, within allocated resources, to accomplish Army missions and functions (AR 71–32).

Force Management

The capstone process to establish and field mission ready Army organizations. The process involves organization, integration, decision making, and execution of the spectrum of activities encompassing requirements definition, force development, force integration, force structuring, combat developments, materiel developments, training developments, resourcing, and all elements of the Army Organizational Life Cycle Model. The process of determining force requirements and alternative means of resourcing requirements by allocating resources and assessing the utilization resources to accomplish Army functions and missions (AR 71–11).

Force Modernization

The process of improving the Army's force effectiveness and operational capabilities through force development and integration.

Force Modernization Proponent

The HQDA principal official or the commander, commandant, director, or chief of a center, school, institution, or agency with primary duties and responsibilities relative to doctrine, organization, training, materiel, leadership development and education, personnel, and facilities and related requirements for a particular function.

Functional Process Owner

The HQDA principal official with primary responsibility for Army-wide management of one or more of the DOTMLPF processes.

Leader Development and Education

Leadership development is the product of a learning continuum that comprises training, experience, formal education, and continual self-improvement.

Materiel

All items (including ships, tanks, self-propelled weapons, aircraft, and so forth, and related spares, repair parts, and support equipment, but excluding real property, installations, and utilities) necessary to equip, operate, maintain, and support military activities without distinction as to its application for administrative or combat purposes.

Organization

A unit or element with varied functions enabled by a structure through which individuals cooperate systematically to accomplish a common mission and directly provide or support warfighting capabilities. Subordinate units/elements coordinate with other units/elements and, as a whole, enable the higher-level unit/element to accomplish its mission. This includes the manpower (military, civilian, and contractor support) required to operate, sustain, and reconstitute warfighting capabilities.

Personnel

The development of manpower and personnel plans, programs and policies necessary to man, support and sustain the Army.

Principal Coordination Points (PCP)

The designated agents identified in DA Pam 611–21 who have additional staff relationships with specific proponents related to analyzing, advising, or assisting in personnel management areas.

Proponent

The agency or command responsible for initiating, developing, coordinating, approving content, and issuing a publication, and identifying them for removal. Each publication has only one proponent.

Staff Management

The responsibilities of the staff to assist and coordinate lead organization efforts by analyzing, monitoring, assessing, and developing recommendations for the commander on all activities affecting policy, organization guidance, developmental processes, and implementation or execution processes in support of the organization meeting its mission. The staff will facilitate the coordination and dissemination of plans, doctrine, and training with higher headquarters and external agencies as appropriate.

Training

The instruction of personnel to increase their capacity to perform specific military functions and associated individual and collective tasks.

Section III**Special Abbreviations and Terms**

There are no entries in this section.

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